



Arizona Department of Education

**Executive Summary
FY 2013-2017**

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Arizona Department of Education

The Arizona Department of Education (ADE) is administered by the Superintendent of Public Instruction, an elected position pursuant to the Arizona State Constitution. The Superintendent, in conjunction with the State Board of Education, leads the State in developing and implementing educational guidelines and standards. Through various programs within the Department, the Superintendent oversees direct services to 238 locally governed school districts, including 13 vocational districts and 9 accommodation districts. The Superintendent, in conjunction with the State Board for Charter Schools oversees 407 charters. The Department executes the educational guidelines through evaluation, training, school improvement assistance, dissemination of information, and administration and allocation of funds. The Department also serves as the primary source for information on the status and needs of the public school system.

This is a “living” document that will guide our focus and activities. As such, some objectives and expected results will be subject to change as information and events unfold. Objectives and measures aligned to drive achievement have also been developed in Units, Sections and Divisions throughout ADE.

Mission

To serve Arizona’s education community, ensuring every student has access to an excellent education

Values

- Integrity: honesty, transparency, highly ethical behavior
- Respect: be courteous and considerate, value others
- Help each other succeed: collaborate, support others, inspire accomplishment
- Dedication to excellence: high standards, high expectations, great results
- Efficiency: minimize waste of time, effort and resources
- Continuous improvement: always learn, always innovate, always improve
- Customer focused: understand needs, deliver quality service, exceed expectations
- Effective communication: share information, actively listen, ensure understanding

Strategic Issues

(“Strategic Issues” are also termed “Key Result Areas” in ADE planning documents and are the identified areas of focus for the Agency under which all goals and objectives are aligned.)

- Increase Student Achievement
- Build a 21st Century Workforce
- Strengthen Customer Relationships
- Enhance Process Efficiency and Effectiveness
- Build a Great Place to Work

**Strategic Issue #1: Increase Student Achievement (K-12)**

To develop and sustain great schools, excellent teachers and successful students in Arizona, we've defined ambitious goals, focused on achieving breakthrough-levels of academic gain. They include: innovative, redesigned classrooms; transformative schools; applied best practices; implementation of common core standards; measuring teacher and student satisfaction; and accountability for performance gains.

Goals:

1. Increase by at least 10 percentage points, the percent of students (with emphasis on low income and minority students) meeting or exceeding AIMS standards for reading, writing and math, by FY2015.
2. In FY 2011—2017, achieve annual progress in key areas to meet Arizona student achievement targets in 3rd grade literacy, 4th and 8th grade NAEP scores, and high school graduation rates.
3. By 2015, increase pertinent information available to help school teachers and administrators improve student outcomes by implementing a student satisfaction survey developed through research of applied best practices.
4. By 2013, increase pertinent information available to help school teachers and administrators improve student outcomes by implementing a survey of teacher job satisfaction at the school district level.
5. Increase by at least 10 percentage points the percent of students in grades 2 and 9 performing at or above the 50th percentile on norm-referenced tests by FY2015.
6. Implement growth model accountability in all Arizona school districts to rank Arizona school districts from number one in highest academic growth by June 1, 2016.

Strategic Issue #2: Build a 21st Century Workforce

Our commitment to equipping Arizona's students for success is demonstrated through a deliberate plan to ensure college and career readiness for every student. We've defined a comprehensive strategy, focused on an array of improvement opportunities as unique as Arizona's students, to help each student develop to his/her potential and become value-added contributors to their communities. These include a concerted focus in Adult Education; Career and Technical Education; Education and Career Action Plans (starting in 6th grade to ensure students meet 8th grade benchmarks and are ready for high school); and strengthening alliances with partners in the education and business communities to develop a concept of 21st Century Schools.

Goals:

1. Increase each year, the percent of students deemed college and career ready upon graduation.
2. Increase each year the percent of students successfully completing their post-secondary course of study program.
3. Increase the percent of students completing Career and Technical Education programs to at least 90% by 2015.
4. Increase percent of Career and Technical Education students passing end of program industry standard assessments to at least 90% by 2015.
5. Increase each year the percent of adult education students successfully achieving their educational goals.

**Strategic Issue #3: Strengthen Customer Relationships**

We exist to serve our customers. Our mission, "To serve Arizona's education community, ensuring every student has access to an excellent education", is our filter for every action, goal, and idea. We recognize that collaboration and communication with all partners and stakeholders is imperative in order to effect meaningful, lasting changes in education. Accordingly, our emphasis will be in strengthening relationships with parents, education, business and community partners. In all relationships, our focus will be on providing value-added services, evaluating satisfaction from the customers' perspective. Our desire is to be regarded as competent, compassionate, professional allies; value-added contributors in the collective effort to provide every student access to an excellent education.

Goal:

1. Achieve a "net top box" external customer rating of 25% on overall customer satisfaction with ADE by 2015.

Strategic Issue #4: Enhance Process Efficiency and Effectiveness

ADE recognizes the importance of a systematic approach to design, deliver and evaluate services and products that add value from a customer perspective. To that end, we have made an organizational commitment to improve the efficiency and effectiveness of processes and procedures. Our approach will include cross-functional and Unit/program-specific improvements that are linked to customer requirements. As a result of our focus, significant improvements are expected in our student accountability systems, grants management system, and cross-functional communication and collaboration.

Goals:

1. Develop and implement a Student Accountability and Information System (SAIS) that meets the needs of schools, students, parents and ADE by July 1, 2014.
2. Develop and implement a comprehensive grants management system to eliminate redundancies in unit operations, increase customer satisfaction with grants processes and effectively manage federal and state grant funds by December 31, 2012.

Strategic Issue #5: Build a Great Place to Work

We recognize that quality and high performance are achieved from full participation and partnership between staff and management. To that end, our commitment to build a great place to work is based on creating and sustaining a supportive work culture that sets standards and accountability for cooperation, communication, customer-driven service and continuous improvement.

Goals:

1. Achieve at least 45% of employees rating "Outstanding" on ADE as a great place to work by 2014.



Agency Performance Measures

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Est.	FY 2013 Est.	FY 2014 Est.	FY 2015 Est.	FY 2016 Est.	FY 2017 Est.
Percent of students meeting or exceeding AIMS standards								
Percent of 3 rd graders meeting or exceeding Arizona standards for Reading	73%	76%	78%	80%	82%	84%	85%	86%
Percent of 3 rd graders meeting or exceeding Arizona standards for Math	64%	68%	70%	72%	74%	76%	78%	80%
Percent of all students in grade 10 meeting or exceeding Reading standards	77%	78%	80%	82%	84%	86%	87%	88%
Percent of all students in grade 10 meeting or exceeding Math standards	58%	60%	62%	64%	66%	68%	69%	70%
Percent of all students in grade 10 meeting or exceeding state Writing standards	73%	68%	70%	72%	74%	76%	77%	78%
Average Percentile Rank of students in Grades 2 and 9 on norm-referenced tests								
Average Percentile Rank of Grade 2 Students – Reading	41%	41%	42%	44%	44%	45%	46%	47%
Average Percentile Rank of Grade 2 Students – Math	50%	57%	58%	59%	60%	61%	62%	63%
Average Percentile Rank of Grade 9 Students – Reading	58%	58%	59%	60%	61%	62%	63%	64%
Average Percentile Rank of Grade 9 Students – Math	71%	71%	72%	73%	74%	75%	76%	77%
Comparison between % of Arizona students and % of National students scoring at or above basic scores in NAEP Reading and Math assessments								
Arizona/National Grade 4 Reading *	57/67***	58/67	NA	61%	NA	65%	NA	69%
Arizona/National Grade 4 Math *	71/82***	77/82	NA	75%	NA	79%	NA	83%
Arizona/National Grade 8 Reading *	68/76***	71/76	NA	72%	NA	76%	NA	80%
Arizona/National Grade 8 Math *	67/73***	68/73	NA	71%	NA	75%	NA	79%
Percent of students graduating high school in four years								
Percent of Arizona high school students who enter 9 th grade and graduate within 4 years. (Fiscal Year data represents class cohort from 1 year previous, i.e. FY 2011 = Class of 2010)	76%	74%	76%	78%	80%	82%	84%	85%
Drop-out rates								
Percent of students that drop out of high school (based on previous year)	2.9%	4.04%	3%	3%	3%	3%	3%	3%
College and Career Readiness								
Percent of students deemed college and career ready upon graduation	NA	NA	establish baseline					
Percentage of K-12 minority students going on to post-secondary education (without need for remediation)	NA	NA	establish baseline					
Total number of students going on to post-secondary education (without need for remediation)	NA	NA	establish baseline					
Customer Satisfaction								
Net “top box”*** percentage of ADE services receiving “Excellent” rating	NA	-13.7%	-5%	5%	15%	25%	35%	45%
Net “top box”*** percentage of employees rating ADE “Outstanding” as a “Great Place to Work”	NA	-13.8%	-5%	5%	15%	25%	35%	45%

* State-differentiated scores published in odd-numbered years: 2009 scores for 4th Grade Reading: 57% 4th Grade Math: 71%
2009 scores for 8th Grade Reading: 68% 8th Grade Math: 67%

** Percentage rating “Poor” will be subtracted from percentage top rating (“Outstanding” or “Excellent”, depending on survey group)